

# MONTANA

## Tourism and Recreation Strategic Plan 2008-2012



Final Draft September 2007

Prepared for Montana's Tourism & Recreation Partnership Stakeholders

# Strategic Plan Purpose...

- Define VISION
- Identify GOALS and ACTIONS
- Set PRIORITIES
- Assign RESPONSIBILITIES
- **Ask BIG PICTURE questions...**

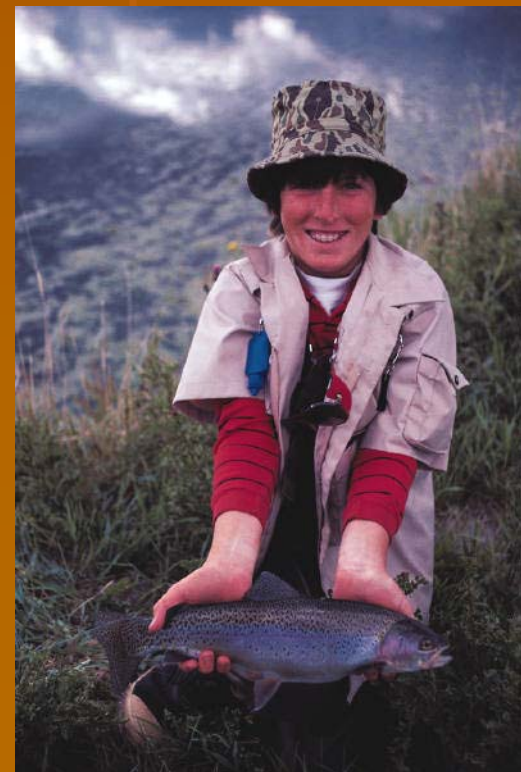
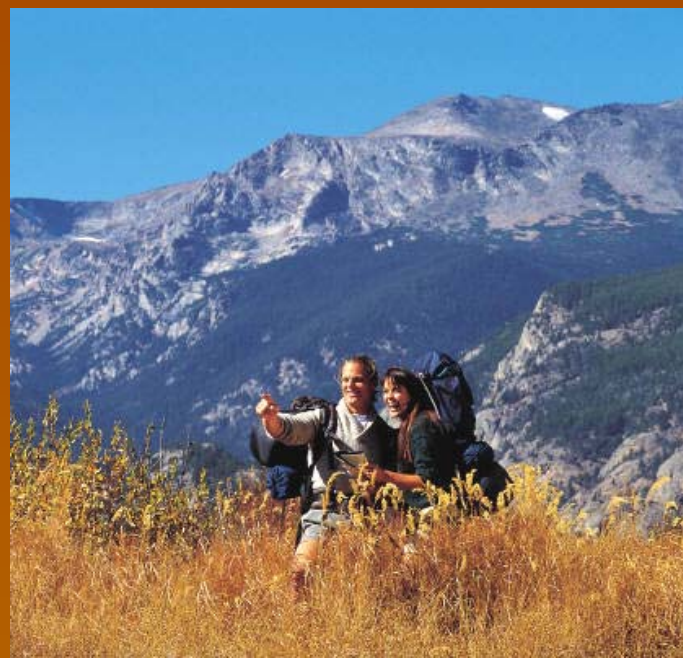


# What lies ahead?





# Who will we serve?



# How are we different?



# What does success look like?





# How do we protect what we have?

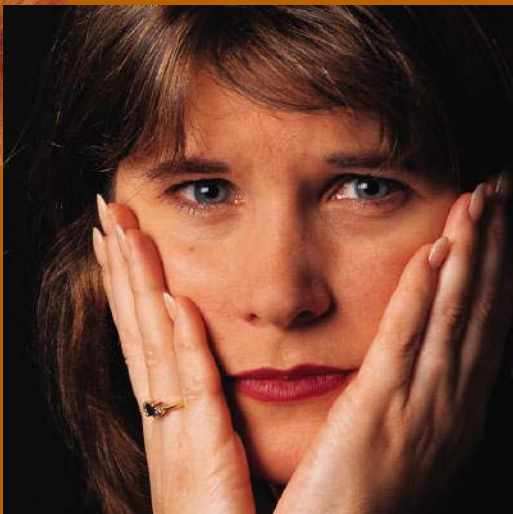


And most  
importantly...





# Can I plug in my curling iron...?!?



# Plan completion...

- Incorporate public comments and industry suggestions
- Add Executive Summary
- Add Appendices: Index, Resources, Actions by Partner Group
- Add measurable objectives?



# Public Comments & Industry Suggestions

THANK YOU for your review and comments!!

## ■ CHAPTER 1: INTRO

- Definitions: “high value, low impact” traveler; tourism industry, off-peak season, etc.
- Clarify scope of Plan (for entire industry, not just marketing)
- Add RV utilization info?
- Funding sources (and amounts?) other than lodging tax and businesses
- MT lodging tax vs. national average



# Public Comments (cont'd)

- CHAPTER 2: TRENDS
  - Emphasize seasonality and need for off-peak growth
  - Add motorized trend info
  - SWOT: mention wildlife, mining/logging/ranching/ag heritage



# Public Comments (cont'd)

- CHAPTER 3: MARKETS
  - Emphasize Canadian/Internat'l opportunity (weak dollar)
  - Expand info about branding process
  - Expand info about geotourists



# Public Comments (cont'd)

- CHAPTER 4: STRATEGY
  - Add Tourism Charter
  - Move Kids in the Wood policy issue forward, move Weeds issue further back and emphasize link to tourism





# Public Comments (cont'd)

- CHAPTER 5: ACTIONS
- GOAL 1: Marketing
- Emphasize partnering, leveraging, consistent image/message (e.g., focus groups)
- Change priority on consumer shows to Medium (emphasize specialty/targeted shows)
- Emphasize interagency approach for VIC system, tech upgrades, host training
- Report lodging sales monthly

# Public Comments (cont'd)

- CHAPTER 5: ACTIONS (cont)
- GOAL 4: Culture & History
- Add Integrated strategy to market heritage & cultural sites and events
- GOAL 6: Professional Dev't
- Emphasize DMAI for CVBs
- CVBs collect data from hotels
- CVBs buy STR reports?
- Promote tourism/recreation careers in local schools (job fairs)

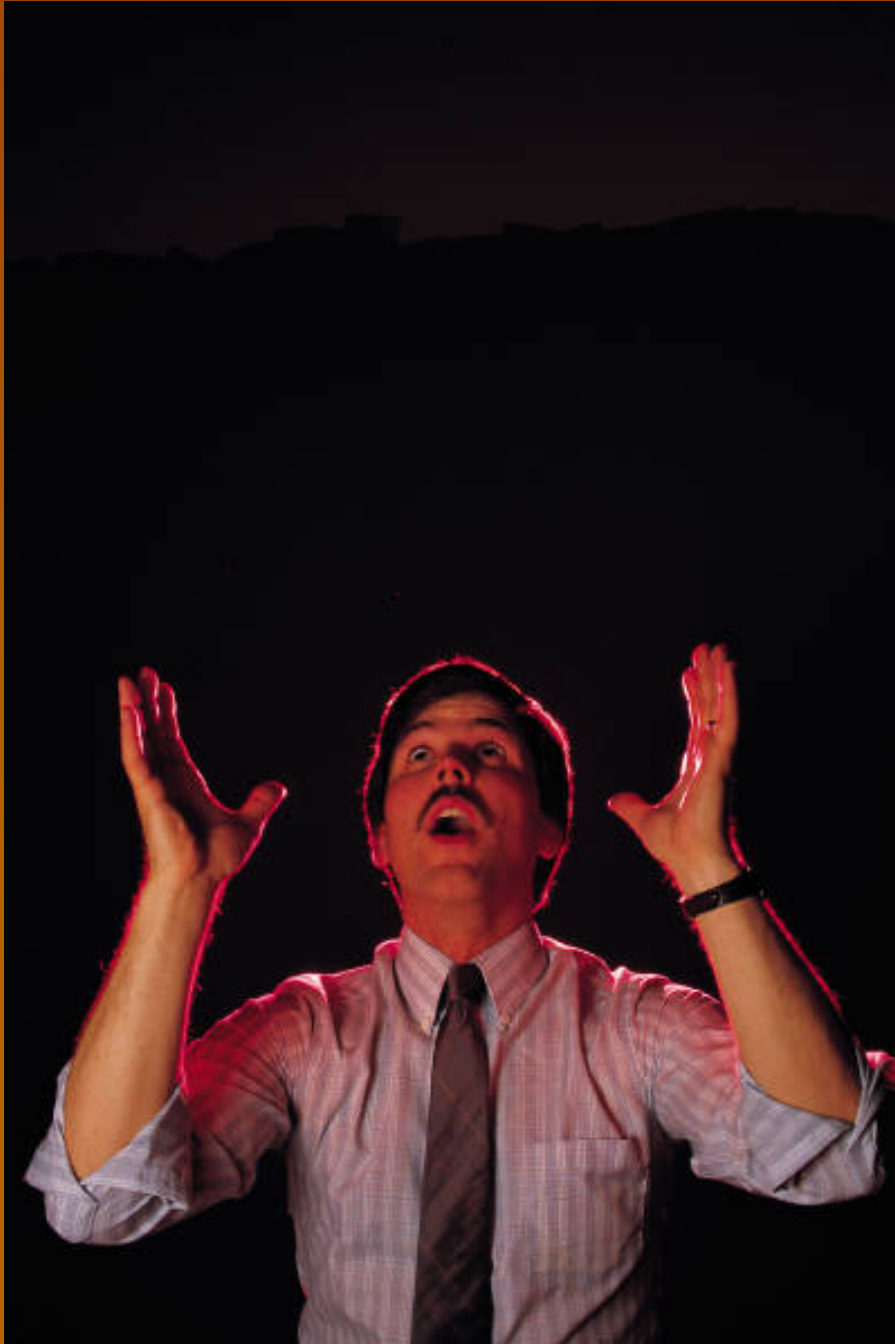
# Public Comments (cont'd)

- CHAPTER 6: IMPLEMENT'N
- Add measurable objectives
- Refine Next Steps





# Other Comments or Suggestions??



# Measurable Objectives

- Industry Economic Indicators
- Marketing Objectives
- Partnership Objectives
- Asset Managem't Objectives
- Local Objectives



# Industry Economic Indicators

- Visitation from key targets  
(link to research program)
- Lodging sales (esp. off-peak)
- Expenditures overall, per trip
- Taxes generated
- Occupancy rates
- New jobs created
- Wage/income levels of  
tourism industry
- New business investment
- Public sector investment



# Marketing Objectives

- Inquiries (web, phone, etc.)
- Messages in paid media
- Ad equivalency in publicity
- Ad conversion rate & ROI
- Internat'l tour operator offerings
- Leveraging of private funds
- #/economic impact of films
- Niche packages/itineraries
- Indian Country promotions
- Consumer awareness

# Partnership Objectives

- Industry education/training
- Use of MT ag products
- Alternative winter products
- Kids in the Woods initiatives
- Use of historic/cultural venues
- Artisan/craftsmen trails
- Workforce/volun-tourism projects



# Asset Management Objectives

- Byways & trails development
- Visitor education efforts
- Land conservation efforts
- Block Management program
- Interpretive improvements
- Indian Country services/facil's
- Infrastructure improvements
- Community improvements
- Preservation efforts
- Use of TODS/LOGOS

# Local Objectives

- Bookings
- Occupancy rates
- ADR
- Air, rail & transit service
- Local improvements
- Frontliner and VIC training
- Entrepreneurship training
- Affordable housing develop't
- Revenue generation by local historic/cultural facilities



# Travel Montana

## Objectives

(from FY08 Marketing Plan)

- Increase nonresident expenditures by 5% per year
- Increase state/local tax revenues by 14% per year
- Increase jobs supported by tourism by 6% per year
- Increase total personal income by 14% per year
- Increase 4-season revenues

# TM Objectives (cont'd)

- Increase consumer inquiries:
  - 180,000 general inquiries
  - 300,000 web inquiries
- Increase consumer awareness (per branding effort)
- Foster cooperation in tourism promotion and development through all sectors of industry
- Enhance awareness and support among MT residents

# TM Objectives (cont'd)

- Bring more film projects to MT
- Leverage TM's \$4m to \$10m
- Increase shoulder season 5%
- Increase vacation travelers 7%
- Increase web site visitation  
30% to 14m user sessions
- Increase opt-in leads to 10,000
- Increase int'l visits to 5% of ttl
- Increase traffic to mtgs.com 5%
- Generate \$12m ad equivalency
- Grow media database by 10%

# TM Objectives (cont'd)

- TM rep attend at least 1 BOD meeting/year of regions/CVBs
- Present *Tourism 101* to groups in ea. region annually
- Conduct econ impact analysis of at least one event annually using Survey in a Box
- Etc.



# Measuring Results

- Begin with baseline data (state, regional, local levels)
- Methods/sources to measure results
  - Dept. of Commerce
  - Dept. of Labor
  - ITRR
  - Smith Travel Research
  - Construction reports
  - Agency reports
  - Internal records (inquiries, etc.)
  - Local data (housing, etc.)

# Strategic Plan: Add Objectives?

- List as group in Strategy & Implementation sections
- Include in goal areas where possible
- Include results on annual Strategic Plan report forms



# Priority Actions



# High Priority Actions – Goal 1

- Branding initiative
- Marketing Plan meeting
- Marketing partnerships/co-ops
  - (include econ dev't partners?)
- Winter marketing
- Enhance tracking/reporting
- Target meetings/conf's/events (DMAI – surgical targeting)
- Film production
- Trade events
- VIS enhancements





# High Priority Actions – Goals 2, 3

- Build tourism awareness
- Presentations to policy makers
- Scenic-Historic Byways
- Address policy issues
- Visitor education re. ethics
- Kids in the Woods

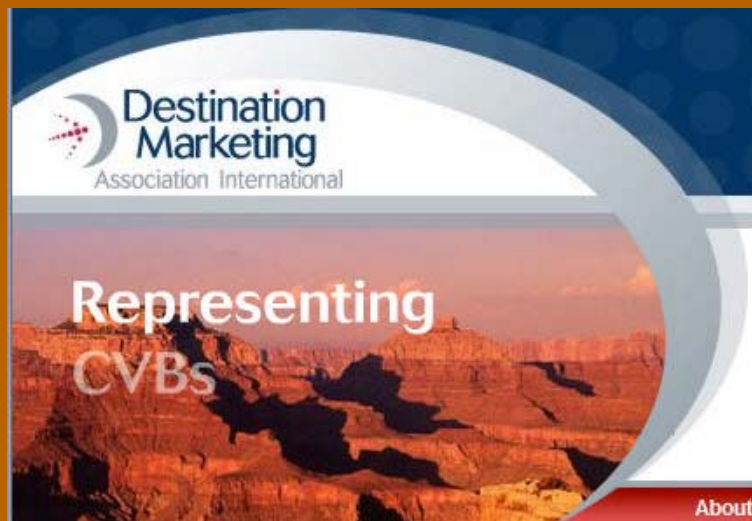


# High Priority Actions – Goal 4

- Use historic/cultural venues
- Create online event calendar
- Enhance MTTA efforts
- Enhance interp displays/facil's
- Augment services and facilities in Indian Country
- Revitalize historic downtowns
- Maintain L&C Trail, sites
- Identify tribal arts, museums to highlight

# High Priority Actions – Goals 5, 6

- Business participate in co-ops
- Entrepreneurship training for tourism/recreation businesses
- CVBs join DMAI, buy STR
- Volunteer Board training
- Tourism/Rec category to DLI
- Affordable housing incentives



# High Priority Actions – Goals 7, 8

- Increase air service
- Promote Amtrak service
- Continue CTAP program
- Expand Main Street program
- Local growth management policies to preserve character
- Improve community entrances
- Address billboard proliferation





# High Priority Actions – Goals 9, 10

- Increase lodging tax funding available for tourism
- Pool public & private dollars
- Enhance funding for regions and CVBs
- Increase use of donations, entrance fees, retail sales
- Travel MT coordinates Plan
- Create partnerships
- Strategic Plan discussion and streamlined reporting
- Obtain strategic research

# Next Steps



# Implementation Timeline

1. Adopt Strategic Plan (TAC, Region/CVB Boards, MTTA, Chambers, TIAM, etc.)
2. Branding workshops (Nov)
3. Discuss/begin priority actions (Nov-Jan)
4. TAC meeting (Feb)
5. Marketing meeting (Feb)



# Implementation Timeline

## 6. Governor's Conference:

- Marketing meeting with industry partners
- Breakout sessions by region to discuss priority actions and implementation partners

## 7. Implementation Workshops in each region, focused on most challenging actions (bring in partners)

## 8. Annual Strategic Plan review session at TAC meeting

## 9. Annually report progress

# Questions or Comments??





THANK YOU for the  
opportunity and  
pleasure of working  
with all of you again!!

Lorraine Hingston Roach, President  
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